



TOWN OF SHREWSBURY
MASSACHUSETTS 01545-5398

To: Board of Selectmen
Finance Committee

From: Daniel J. Morgado

Date: January 25, 2006

Re: Fiscal Year 2007 Budget

Pursuant to Section 16 of the Town Manager's Act, attached is my recommended budget for Fiscal Year 2007 together with all accompanying backup materials and analysis.

I have taken a different approach on the filing of this budget from previous years. In the past, I have filed what I consider to be a "Level One" budget which is a budget that I felt necessary to meet the community's needs and challenges in the ensuing fiscal year. This would then lead "Level Two", "Level Three" and "Level Four" versions of the budget as we worked closer to the town meeting in order to meet the ultimate goal of the balanced budget presentation at the Annual Town Meeting.

In light of the continuing fiscal difficulty of the community, I have bypassed my "Level One" budget and filed with you what I consider to be a "Level Two" budget. I have added an additional exhibit this year (Figure 14) which contains a supplemental budget request to provide additional funds to those departments that I feel are being seriously shortchanged by the "Level Two" budget contained herein.

For the first time in my tenure, I must regretfully inform you that I feel we are failing to keep pace with the service needs of this community and I expect that in Fiscal Year 2007 several of the various municipal departments will regress in service levels.

To illustrate this point, I have added an additional exhibit as shown as Figure 13 which I entitled as an "At-A-Glance Report" to provide a graphical display of where we are falling behind among selected departments.

The spending plan enclosed totals \$88,906,369 which includes an operating budget of \$83,095,950, State, County and Local charges of \$1,627,551, capital budget of \$1,495,868 and warrant articles totaling some \$2,687,000.

Unlike previous years when I would await my "Level Two" budget recommendations, I have made a more aggressive attempt to estimate revenue for the ensuing fiscal year. I have incorporated for instance, the state aid numbers released by the Governor this morning. I have also shown an increase in local receipts which is usually not my standard procedure as I am reluctant to make projections in local receipts with so few months of the current fiscal year completed. I've taken a more aggressive

approach due to the serious fiscal picture that I see developing in this community in Fiscal Year 2007 and beyond.

The budget I file today is at least \$4,406,033 out of balance.

I plan to close this gap during the budget deliberation process by adjusting revenue and/or by making additional reductions in the spending recommended. I will have a better sense of the Town's fiscal picture once the House Ways and Means Committee releases its review of the Governors House Bill One State Aid figures and when I receive the formal health and general insurance renewals for Fiscal Year 2007.

There are four budget challenges that are contained within this budget consisting of:

1. Flat local property tax revenues
2. Increases in operating support expenditures in the areas of health insurance, pensions, gasoline and fuel costs and Medicare expenses
3. Impact of growth and demand for services
4. State charges which for the first time will exceed \$1 Million.

I direct your attention to the various exhibits that follow this budget message, which outline various components of this proposed budget and include historical analysis of various revenue and charge categories. I ask that you review these exhibits very carefully and to ask any questions to allow for further elaboration:

FIGURE	TITLE	PURPOSE
One	Fiscal Projection One	Shows actual and projected revenue and charges for Fiscal Year 2006 and 2007. I have included for the projection notes that I use in making my estimates for your review and comment.
Two	Projections of New Growth	Shows historical and projected new growth together with a historical summary of selected building permit activity. Note that in Fiscal Year 2006, the Town experienced its lowest level of new growth since the early 1990's.
Three	Schedule A Receipts	Historical summary of actual receipts for the Fiscal Years 1999 to 2005, the current year's estimate and the projected local receipts for Fiscal Year 2007.
Four	State Aid & Charges	Historical summary of State Aid & Charges for the Fiscal Years 2000 to 2006, and the projected forward for Fiscal Year 2007.

Five	Tax Rate Recapitulations	Historical summary of Tax Recapitulations for the Fiscal Years 2000 to 2006.
Six	Debt Service Projection	Debt service projection for all authorized and issued permanent debt.
Seven	Free Cash Estimate	Estimated Free Cash balance as of July 1, 2006.
Eight	Trial Recapitulation	Trial recapitulation to determine surplus or deficit based on the current revenue and charge estimate.
Nine	Capital Budget Summary	Summary of capital requests of all departments for the period of Fiscal Year 2007 to 2011.
Nine-A	Capital Budget Recommendations	Summary of how I recommend addressing the Capital Budget request for Fiscal Year 2007.
Ten	Surplus Revenue Account	Historical summary of surplus revenues and Free Cash for the period of 1984 to 2005
Eleven	Health Insurance Enrollment	A historical summary of health insurance enrollment trends.
Twelve	Analysis of Net School Spending	Net School Spending information for the period Fiscal Year 1995 to 2006
Thirteen	At-A-Glance Report	Graphical summary of how selected departments are coping with service demands.
Fourteen	Supplemental Budget	Supplemental budget for selected departments impacted by the Level Two budget filed herein.

REVENUE

I am projecting a total revenue stream of \$84,500,336 in Fiscal Year 2007. The bulk of this revenue is derived from three sources; \$40,121,959 by way of using the full tax levy capacity of the Town; \$600,000 in projected new growth and \$3,746,563 in exempted tax levy to fund that portion of the debt service associated with the Floral Street School, High School Land Purchase, Open Space Land Purchase Projects, High School, Oak Middle School and Allen property purchase. Based on use of the full levy, I project a Fiscal Year 2007 tax rate of \$9.38 per thousand up from the current rate for Fiscal Year 2006 of \$9.24. The tax rate increase will be moderated by any additional non tax levy funding, increased new growth, reductions in the levels of spending and changes in the assessed values of all real and personal property. When this is all said and done, the actual Fiscal Year 2007 tax rate will fall below \$9.00 per thousand.

As stated above, I have adjusted funded State Aid to reflect the Governor's announcement of this morning. We continue to do quite well in increases in Chapter 70 funding and for the first time in many years, we will have increase in non-educational aid. Unfortunately, these increase do not keep pace with spending growth among the various departments.

I am recommending the use of \$1,750,000 in Free Cash to fund various accounts and for reduction of the tax levy to meet the constraints of "Prop 2 ½". This is the least of any previous years resulting from the continuing deterioration of the Free Cash balance since Fiscal Year 2002 (See Figure Seven).

I am projecting an increase in Schedule A Receipts for two reasons:

1. I am in the process of reviewing and where necessary increasing fees in every department to better reflect the marketplace. We are finding in instance after instance, our fee structures trail those of area communities. A number of departments have made the modifications already and the remaining will do so by the start of Fiscal Year 2007. It will cost more to operate a business in Shrewsbury in 2006 and beyond in addition to those instances when residents are in need of specific service or program.
2. I sense that we have hit the bottom relative to receipts and expect and improving economy over the next (12) months.

I will continue to monitor the current year's receipts and make necessary adjustments as we approach Town Meeting. I am particularly interested in learning the value of our first three motor vehicle excise commitment that will prove to be an indicator as to where that very important account is heading.

I also propose using \$275,000 from the special fund account for coal ash revenues to partially offset solid waste collection and disposal costs.

The balance of revenue reflects transfers to cover expenses associated with the sewer, light and CATV operations of the Town.

CHARGES

Charges have increase substantially resulting from increases in the Overlay Account, MBTA assessment, School Choice and Charter School Tuitions and I direct your attention to Figure 4.

DEBT SERVICE

A more detailed explanation of the current debt service position of the Town is shown in Figure Six (attached) and within the Debt Service Budgets (Departments 0710, 0751 & 0752). We are seeing a substantial decrease in debt service expenses in Fiscal Year 2007 as we move aggressively to pay down our debt.

OPERATING BUDGET

The proposed \$83,095,950 operating budget contains only (1) new Jr. Civil Engineer position in the Water & Sewer Department. The balance of increases are the result of maintaining existing service levels or other requirements such as contractual increases, the number of election (E&R), cyclical revaluation (Assessors), energy costs, etc.

The following is a summary of the budget by department (Note Personnel Board does not include funding for modifications to pay and classification plan and to fund contracts with the various employee groups):

	Fiscal Year 2006 Budget	Fiscal Year 2007 Department Request	Fiscal Year 2007 Current Recommendation	TM Increase Over FY 2006	Percent
PERSONNEL BOARD	\$375,600	\$600	\$600	(\$375,000)	-99.84%
SELECTMEN	\$19,733	\$22,113	\$22,113	\$2,380	12.06%
TOWN MANAGER	\$276,481	\$284,808	\$284,808	\$8,327	3.01%
FINANCE COMMITTEE	\$281,325	\$281,325	\$281,325	\$0	0.00%
ACCOUNTANT	\$171,998	\$178,537	\$178,537	\$6,539	3.80%
ASSESSORS	\$193,168	\$224,567	\$224,567	\$31,399	16.25%
TREASURER-COLLECTOR	\$332,322	\$360,716	\$352,216	\$19,894	5.99%
TOWN COUNSEL	\$56,400	\$56,400	\$56,400	\$0	0.00%
MIS	\$342,855	\$425,696	\$398,696	\$55,841	16.29%
TOWN CLERK	\$151,184	\$152,807	\$152,807	\$1,623	1.07%
ELECTION AND REGISTRATION	\$59,853	\$107,354	\$107,354	\$47,501	79.36%
CONSERVATION COMMISSION	\$3,450	\$9,450	\$6,450	\$3,000	86.96%
PLANNING BOARD	\$2,800	\$3,300	\$3,300	\$500	17.86%
BOARD OF APPEALS	\$720	\$670	\$670	(\$50)	-6.94%
PUBLIC BUILDINGS	\$3,163,739	\$3,589,575	\$3,452,040	\$288,301	9.11%
POLICE DEPARTMENT	\$3,591,839	\$4,909,087	\$3,764,900	\$173,061	4.82%
FIRE DEPARTMENT	\$2,427,312	\$2,625,812	\$2,540,967	\$113,655	4.68%
BUILDING INSPECTOR	\$179,628	\$184,748	\$193,025	\$13,397	7.46%
WEIGHTS & MEASURES	\$3,000	\$3,000	\$3,000	\$0	0.00%
CIVIL DEFENSE	\$2,080	\$2,080	\$2,080	\$0	0.00%
FORESTRY	\$47,265	\$52,265	\$52,265	\$5,000	10.58%
PENSIONS	\$1,866,223	\$1,931,719	\$1,931,719	\$65,496	3.51%
TOWN ENGINEER	\$450,573	\$532,334	\$529,169	\$78,596	17.44%
HIGHWAYS	\$1,284,618	\$1,638,177	\$1,498,136	\$213,518	16.62%
STREET LIGHTING	\$131,270	\$143,404	\$143,404	\$12,134	9.24%
SEWER	\$2,312,160	\$2,676,550	\$2,514,538	\$202,378	8.75%
WATER	\$1,646,863	\$1,749,651	\$1,698,594	\$51,731	3.14%
CEMETERIES	\$120,395	\$116,263	\$116,730	(\$3,665)	-3.04%
HEALTH	\$1,743,493	\$1,768,465	\$1,779,365	\$35,872	2.06%
COUNCIL ON AGING	\$223,977	\$258,920	\$239,142	\$15,165	6.77%
VETERAN'S SERVICES	\$34,916	\$35,211	\$35,817	\$901	2.58%
COMMISSION ON DISABILITIES	\$500	\$500	\$500	\$0	0.00%
LIBRARY	\$1,010,487	\$1,214,149	\$1,097,305	\$86,818	8.59%

PARKS AND RECREATION	\$403,160	\$467,894	\$465,907	\$62,747	15.56%
SCHOOLS	\$37,662,762	\$41,358,952	\$41,358,952	\$3,696,190	9.81%
INTEREST AND MATURING DEBT	\$9,245,340	\$8,710,083	\$8,710,083	(\$535,257)	-5.79%
Unemployment Compensation Insurance	\$300,000	\$300,000	\$300,000	\$0	0.00%
Group Health and Life Insurance	\$5,980,000	\$6,830,000	\$6,830,000	\$850,000	14.21%
Medicare	\$575,000	\$645,000	\$645,000	\$70,000	12.17%
Printing/Postage/Stationary	\$109,570	\$109,570	\$109,570	\$0	0.00%
Gasoline and Oil	\$270,000	\$285,000	\$285,000	\$15,000	5.56%
Radio Maintenance	\$10,425	\$10,425	\$10,425	\$0	0.00%
WAREP Payment	\$1,000	\$1,000	\$1,000	\$0	0.00%
Memorial Day	\$1,800	\$1,800	\$1,800	\$0	0.00%
General Insurance	\$550,000	\$632,500	\$632,500	\$82,500	15.00%
Non-Contributory Pensions	\$3,752	\$3,752	\$3,752	\$0	0.00%
Out of State Travel	\$0	\$0	\$0	\$0	
Employee Assistance Program	\$4,000	\$4,000	\$4,000	\$0	0.00%
Telephone System	\$5,000	\$5,000	\$5,000	\$0	0.00%
Bills of Prior Year	\$16,655	\$0	\$0	(\$16,655)	-100.00%
Ambulance Services	\$70,422	\$70,422	\$70,422	\$0	0.00%
UNCLASSIFIED	\$7,897,624	\$8,898,469	\$8,898,469	\$1,000,845	12.67%
Total Budget	\$77,717,113	\$84,975,651	\$83,095,950	\$5,378,837	6.92%
General Government	\$17,300,013	\$19,847,444	\$18,180,812	\$880,799	5.09%
Water & Sewer	\$3,959,023	\$4,426,201	\$4,213,132	\$254,109	6.42%
Education	\$37,662,762	\$41,358,952	\$41,358,952	\$3,696,190	9.81%
Fixed Costs	\$18,795,315	\$19,343,054	\$19,343,054	\$547,739	2.91%
	\$77,717,113	\$84,975,651	\$83,095,950	\$5,378,837	6.92%
Budget Less Education	\$40,054,351	\$43,616,699	\$41,736,998	\$1,682,647	4.20%

I direct your attention to the detail sheets accompanying each request which outline the staffing levels of each department together with any new budget initiatives or equipment being proposed for funding.

SCHOOL BUDGET

I am carrying at this time a School Budget of \$41,358,952, which is a 9.81%, increase over Fiscal Year 2006. I am carrying this number as a means to file this budget but in no way do I believe this community can fund such a large increase based on the currently available revenue stream.

As of this writing, the School Budget is still under review by the School Committee and I will provide my analysis and recommendation under separate cover once I have had a chance to review their actual request.

WARRANT ARTICLES

I am proposing the following warrant articles:

PAY AND CLASSIFICATION FUNDING	\$500,000
MEDICAL EXPENSES POLICE & FIRE	\$2,500
FY 2006 DEFICITS	\$500,000
CAPITAL BUDGET	\$1,495,868
CEMETERY IMPROVEMENTS	\$25,000
BILLS OF PRIOR YEAR	\$2,500
STORM DRAINS	\$100,000
GENERAL SIDEWALK REPAIRS	\$75,000
CONSTRUCTION/EXTENSION OF SEWERS	\$300,000
WATER SYSTEM IMPROVEMENTS	\$860,000
COUNSELING AND EDUCATIONAL SERVICES	\$72,000
ATM WARRANT ARTICLE RESERVE	\$250,000
TOTAL	4,182,868

Enclosed herein is the entire capital schedule submitted by all departments for the period of Fiscal Year 2007 to 2011 (Figure Nine) that I ask you to review carefully as there are a number of projects requested in Fiscal Year 2007 that I am not recommending for funding (see Figure Nine-A).

I will file under separate cover additional proposed water system improvement projects reflective of the needs of that department.

CONCLUSION

This budget filing is clearly in need of a great amount of work but can serve as a basis to begin discussion as to how we will approach the fiscal challenges facing this community in Fiscal Year 2007.

We have our work cut out if we are to maintain existing levels of service within the current revenue structure of this Community and of the Commonwealth.

I am available to meet with you at your convenience.

**FIGURE ONE
FISCAL PROJECTION ONE
FISCAL YEAR 2007**

Ref No.	REVENUE	FY 2006 ACTUAL	FY 2007 PROJECTED	DIFFERENCE
1	TAXATION	\$43,214,514	\$40,121,959	\$1,254,008
2	NEW GROWTH		\$600,000	
3	EXEMPTED TAX LEVY		\$3,746,563	
4	STATE AID	\$17,285,216	\$19,570,567	\$2,285,351
5	SBAB PAYMENT	\$3,792,413	\$3,792,413	\$0
6	OVERESTIMATES	\$0	\$0	\$0
7	SCHEDULE A RECEIPTS	\$10,388,000	\$10,790,000	\$402,000
8	FREE CASH	\$2,000,000	\$1,250,000	(\$750,000)
	OTHER AVAILABLE FUNDS			\$0
9	SALE OF CEMETERY LOTS	\$25,000	\$25,000	\$0
10	SEWER SURPLUS	\$3,566,655	\$2,500,000	(\$1,066,655)
11	LIGHT REVENUE	\$262,767	\$258,939	(\$3,828)
12	CATV REVENUE	\$499,545	\$484,635	(\$14,910)
13	OTHER FUNDS (CHAPTER 90)	\$508,066	\$0	(\$508,066)
14	ACCOUNT TRANSFER	\$566,714	\$0	(\$566,714)
15	STABILIZATION	\$170,000	\$0	(\$170,000)
16	TITLE V LOAN REPAYMENTS	\$16,248	\$15,128	(\$1,120)
17	WATER SYSTEM IMPROVEMENTS	\$500,000	\$0	(\$500,000)
18	WATER CONVERSATION FUND	\$30,000	\$0	(\$30,000)
19	CEMETERY TRUST FUNDS	\$75,000	\$0	(\$75,000)
20	SPECIAL FUNDS - COAL ASH	\$275,000	\$275,000	\$0
21	OVERLAY RESERVE	\$0	\$0	\$0
22	HIGHWAY IMPROVEMENTS	\$400,000	\$0	(\$400,000)
23	ADDITIONAL SBAB (FLORAL)	\$89,681	\$0	(\$89,681)
24	FREE CASH (REDUCE LEVY)	\$500,000	\$500,000	\$0
25	MUNICIPAL LIGHT (REDUCE LEVY)	\$121,995	\$115,441	(\$6,554)
26	CATV REVENUE (REDUCE LEVY)	\$430,056	\$454,691	\$24,635
27	BOND INTEREST RESERVE	\$0	\$0	\$0
	TOTAL REVENUE	\$84,716,870	\$84,500,336	(\$216,534)
	CHARGES			
28	TAX TITLE	\$0	\$0	\$0
29	COURT JUDGEMENTS	\$0	\$0	\$0
30	OVERLAY DEFICITS	\$0	\$0	\$0
31	CHERRY SHEET OFFSETS	\$73,909	\$81,909	\$8,000
32	CMRPC	\$6,906	\$7,079	\$173
33	STATE AND COUNTY CHARGES	\$840,584	\$1,088,563	\$247,979
34	OVERLAY	\$451,929	\$450,000	(\$1,929)
	TOTAL CHARGES	\$1,373,328	\$1,627,551	\$254,223
	TOTAL AVAILABLE FOR TOWN MEETING APPROPRIATION	\$83,343,542	\$82,872,785	-\$470,757
35	ESTIMATED TAX RATE	\$9.24	\$9.38	

PROJECTION NOTES
FY 2007

No.	Item	Computation	Notes	Information Source/Comment
1	Levy Limit	\$ 39,143,375	Fy 06 levy limit	Form filed by BOA with Fy 06 Tax Recap Sheet
		\$ 978,584	21/2% increase	
		\$ 40,121,959	Fy 07 levy limit	
2	New Growth	\$ 600,000	Estimate Fy 07	Growth expected in the \$60 million range - See Figure Two
		\$ 548,711	Fy 06 New Growth	Form filed by BOA with Fy 06 Tax Recap Sheet
		\$ 551,544	Fy 05 New Growth	Form filed by BOA with Fy 05 Tax Recap Sheet
		\$ 563,179	Fy 04 New Growth	Form filed by BOA with Fy 04 Tax Recap Sheet
		\$ 804,735	Fy 03 New Growth	Based on FY 03 LA 13; This does not match DOR Levy Form
		\$ 879,895	Fy 02 New Growth	Form filed by BOA with Fy 02 Tax Recap Sheet
		\$ 1,419,357	Fy 01 New Growth	Form filed by BOA with Fy 01 Tax Recap Sheet
		\$ 833,094	Fy 00 New Growth	Form filed by BOA with Fy 00 Tax Recap Sheet
		\$ 1,122,922	Fy 99 New Growth	Form filed by BOA with Fy 00 Tax Recap Sheet
		\$ 713,090	Fy 98 New Growth	Form filed by BOA with Fy 99 Tax Recap Sheet
		\$ 726,315	Fy 97 New Growth	"At a Glance" report dated 2/2/99
		\$ 689,741	Fy 96 New Growth	"At a Glance" report dated 2/2/99
3	Exempted Tax Levy	\$ 640,368	90% of Floral Street School Debt Service	See Figure Six
		\$ (585,681)	SBAB Reimbursement - Floral Street - Audit has been completed and higher payment was received in Dec 20	
		\$ (3,206,732)	SBAB Reimbursement - High School	
		\$ 245,868	Open Space Bond	
		\$ 194,220	HS School Land Bond	
		\$ 5,411,750	New High School	
		\$ 182,600	Open Space Bond #2	
		\$ 630,573	Oak Middle School	
		\$ 273,738	Allen Property BAN Costs	
		\$ 47,803	Oak Middle School BAN Costs	
		\$ -	Bond Interest Reserves	
		\$ (87,944)	Bond Premiums that will be run through Free Cash and be part of FY 07 certification (\$77,924 for Allen; \$10,020 for Oak Middle School)	
		\$ 3,746,563	Total Exempted Debt Service	
4	State Aid	\$ 19,570,567	Estimate Based on House Bill #1	See Figure Four
5	SBAB	\$ 585,681	Floral Street	
		\$ 3,206,732	High School	
		\$ 3,792,413	Total SBAB	

**PROJECTION NOTES
FY 2007**

6	Overestimates	\$ -	No Overestimated Projected	
7	Schedule A	\$ 10,790,000	Projected Local Receipts	See Figure Three
8	Free Cash	\$ 1,250,000	7/1/05 Balance \$1,930,113	Initial Projection - See Figure Seven
9	Sale of Lots	\$ 25,000	Balance as of 10/19/2004 \$15,733	
10	Sewer Surplus	\$ 2,500,000	\$2,175,000	Operating Budget
	Balance as of 7/1/2005		\$325,000	Capital Budget
	\$6,660,146			
			\$2,500,000	
11	Light Revenue	\$ 258,939	Debt Service Budget FY 07	See Figure Six
12	CATV Revenue	\$ 484,635	Debt Service Budget FY 07	See Figure Six
13	Chapter 90	\$ -	Awaiting information on next Chapter to be established	
14	Account Transfers	\$ -		
15	Stabilization	\$ -	Balance as of 9/26/2005 \$172,779	
16	Total V Loan Repayments	\$ 15,128	Balance as of 11/15/2005 \$100,029	
17	Water System Improvements	\$ -		
18	Water Conservation Fund	\$ -	Balance as of 1/23/2006 \$542,080	
19	Cemetery Trust Funds	\$ -		
20	Special Funds - Coal Ash	\$ 275,000	Balance as of 1/23/2006 \$1,634,417	
21	Overlay Reserve	\$ -		
22	Highway Improvements	\$ -		
23	Additional SBAB Payment	\$ -		

PROJECTION NOTES
FY 2007

24	Free Cash (Reduce Levy)	\$	500,000	Fy 07 (\$87,944 is a Bond Premium Pass Through)	
		\$	500,000	Fy 06	FY 06 Recap Sheet; \$141,098 was a bond premium
		\$	500,000	Fy 05	FY 05 Recap Sheet; \$176,892 was a bond premium
		\$	728,416	Fy 04	FY 04 Recap Sheet; \$228,416 was a bond premium
		\$	2,885,000	Fy 03	FY 03 Recap Sheet; \$2,385,000 was a bond premium
		\$	435,000	Fy 02	FY 02 Recap Sheet
		\$	1,130,000	Fy 01	FY 01 Recap Sheet
		\$	1,130,000	Fy 00	Fy 00 Recap Sheet
		\$	1,130,000	Fy 99	"At a Glance" report dated 2/2/99
		\$	1,130,000	Fy 98	"At a Glance" report dated 2/2/99
		\$	770,000	Fy 97	"At a Glance" report dated 2/2/99
		\$	770,000	Fy 96	"At a Glance" report dated 2/2/99
25	Municipal Light (PILOT)	\$	115,441	Fy 07	Actual
		\$	121,995	Fy 06	FY 06 Recap Sheet
		\$	115,606	Fy 05	FY 05 Recap Sheet
		\$	118,531	Fy 04	FY 04 Recap Sheet
		\$	113,132	Fy 03	FY 03 Recap Sheet
		\$	112,244	Fy 02	FY 02 Recap Sheet
		\$	118,519	Fy 01	FY 01 Recap Sheet
		\$	111,886	Fy 00	Fy 00 Recap Sheet
		\$	112,781	Fy 99	"At a Glance" report dated 2/2/99
		\$	116,880	Fy 98	"At a Glance" report dated 2/2/99
		\$	100,840	Fy 97	"At a Glance" report dated 2/2/99
		\$	114,818	Fy 96	"At a Glance" report dated 2/2/99
26	CATV (PILOT)	\$	454,691	Fy 07	Actual
		\$	430,056	Fy 06	FY 06 Recap Sheet
		\$	386,504	Fy 05	FY 05 Recap Sheet
		\$	334,056	Fy 04	FY 04 Recap Sheet
		\$	283,927	Fy 03	FY 03 Recap Sheet
		\$	250,000	Fy 02	FY 02 Recap Sheet
		\$	250,000	Fy 01	FY 01 Recap Sheet
		\$	250,000	Fy 00	Fy 00 Recap Sheet
		\$	225,000	Fy 99	"At a Glance" report dated 2/2/99
		\$	225,000	Fy 98	"At a Glance" report dated 2/2/99
		\$	225,000	Fy 97	"At a Glance" report dated 2/2/99
		\$	225,000	Fy 96	"At a Glance" report dated 2/2/99
27	Bond Interest Reserve	\$	-	Balance as of 11/15/2004 \$2,077,385	
		\$	-	Fy 06	FY 06 Recap Sheet
		\$	-	Fy 05	FY 05 Recap Sheet
		\$	-	Fy 04	FY 04 Recap Sheet
		\$	821,732	Fy 03	FY 03 Recap Sheet

**PROJECTION NOTES
FY 2007**

28	Tax Title	\$	-		
29	Court Judgments	\$	-		
30	Overlay Deficits	\$	-		
31	Cherry Sheet Offsets	\$	81,909	Fy 07	Estimate
		\$	73,909	Fy 06	FY 06 Recap Sheet
		\$	67,387	Fy 05	FY 05 Recap Sheet
		\$	61,412	Fy 04	FY 04 Recap Sheet
		\$	62,215	Fy 03	FY 03 Recap Sheet
		\$	62,793	Fy 02	FY 02 Recap Sheet
		\$	59,915	Fy 01	FY 01 Recap Sheet
		\$	58,321	Fy 00	Fy 00 Recap Sheet
		\$	46,990	Fy 99	"At a Glance" report dated 2/2/99
		\$	45,359	Fy 98	"At a Glance" report dated 2/2/99
		\$	45,387	Fy 97	"At a Glance" report dated 2/2/99
		\$	44,243	Fy 96	"At a Glance" report dated 2/2/99
32	CMRPC	\$	7,079	Fy 07	Actual
		\$	6,906	Fy 06	FY 06 Recap Sheet
		\$	6,737	Fy 05	FY 05 Recap Sheet
		\$	6,574	Fy 04	FY 04 Recap Sheet
		\$	6,414	Fy 03	FY 03 Recap Sheet
		\$	4,777	Fy 02	FY 02 Recap Sheet
		\$	4,661	Fy 01	FY 01 Recap Sheet
		\$	4,547	Fy 00	Fy 00 Recap Sheet
33	State & County Charges	\$	1,088,563	Fy 07 (Estimate)	Rough Estimate
		\$	840,584	Fy 06	FY 06 Recap Sheet
		\$	694,057	Fy 05	FY 05 Recap Sheet
		\$	434,305	Fy 04	FY 04 Recap Sheet
		\$	205,797	Fy 03	FY 03 Recap Sheet
		\$	194,113	Fy 02	FY 02 Recap Sheet
		\$	201,558	Fy 01	FY 01 Recap Sheet
		\$	213,942	Fy 00	Fy 00 Recap Sheet
		\$	180,563	Fy 99	"At a Glance" report dated 2/2/99
		\$	193,712	Fy 98	"At a Glance" report dated 2/2/99
		\$	199,414	Fy 97	"At a Glance" report dated 2/2/99
		\$	186,787	Fy 96	"At a Glance" report dated 2/2/99
		\$	144,281	Fy 95	"At a Glance" report dated 2/2/99

PROJECTION NOTES
FY 2007

34	Overlay	\$	450,000	Fy 07 (Estimate)	Estimate
		\$	451,929	Fy 06	FY 06 Recap Sheet
		\$	334,363	Fy 05	FY 05 Recap Sheet
		\$	465,564	Fy 04	FY 04 Recap Sheet
		\$	301,261	Fy 03	FY 03 Recap Sheet
		\$	257,908	Fy 02	FY 02 Recap Sheet
		\$	323,213	Fy 01	FY 01 Recap Sheet
		\$	213,975	Fy 00	Fy 00 Recap Sheet
		\$	246,985	Fy 99	"At a Glance" report dated 2/2/99
		\$	278,496	Fy 98	"At a Glance" report dated 2/2/99
		\$	236,589	Fy 97	"At a Glance" report dated 2/2/99
		\$	244,154	Fy 96	"At a Glance" report dated 2/2/99
		\$	265,932	Fy 95	"At a Glance" report dated 2/2/99
35	Fy 07 Tax Rate	\$	600,000	projected new growth	
		\$	9.24	current year tax rate	
		\$	4,676,895,485	current value	
		\$	64,935,065	value new growth	
		\$	4,741,830,550	new value fy 07	
		\$	40,121,959	tax levy	
		\$	600,000	new growth	
		\$	3,746,563	exempted levy	
		\$	44,468,522	total levy	
		\$	9.38	tax rate fy 07	

FIGURE TWO
PROJECTIONS OF NEW GROWTH AND BUILDING PERMIT ANALYSIS
FISCAL YEAR 2000 TO 2007

Property Class	Projected FY 2007	FY 2006	FY 2005	FY 2004	FY 2003	FY 2002	FY 2001	FY 2000
Residential								
Single Family	\$38,000,000	\$38,246,930	\$39,569,980	\$25,091,945	\$38,944,480	\$63,437,300	\$66,927,300	\$65,342,800
Condominium	\$9,000,000	\$9,406,380	\$8,578,464	\$2,760,528	\$600,589	\$6,186,700	\$7,546,300	\$2,102,800
Two & Three Family	\$0	\$545,300	\$0	\$2,348,365	\$320,700	\$0	\$1,354,900	\$1,873,700
Multi-Family	\$10,000,000	\$0	\$809,800	(\$599,200)	\$0	\$27,700	\$0	\$1,393,200
Vacant Land	\$0	\$767,350	\$191,853	\$5,048,600	\$1,196,697	(\$7,024,900)	(\$8,007,509)	(\$11,949,650)
All Others	\$0	\$0	\$0	\$1,067,968	\$22,346	\$346,550	\$1,159,496	\$1,400
Total Residential	\$57,000,000	\$48,965,960	\$49,150,097	\$35,718,206	\$41,084,812	\$62,973,350	\$68,980,487	\$58,764,250
Open Space	\$0	\$0	\$284,800	\$0	\$0	\$8,800	\$0	\$21,576
Commercial	\$4,000,000	\$4,062,627	\$3,708,079	\$2,532,670	\$4,657,056	\$5,146,950	\$4,244,792	\$1,475,601
Chapter 61, 61A, 61B	\$0	\$0	\$0	\$24,245	\$0	\$0	\$0	\$67,689
Industrial	\$2,000,000	\$1,887,400	\$0	\$9,791,846	\$8,281,675	\$1,832,400	\$1,837,300	\$844,750
Personal Property	\$2,000,000	\$1,419,891	\$2,456,200	\$5,063,106	\$5,235,268	\$712,768	\$31,335,878	\$766,210
Total Valuation Growth	\$65,000,000	\$56,335,878	\$55,599,176	\$53,130,073	\$59,258,811	\$70,674,268	\$106,398,457	\$61,940,076
Tax Rate	\$9.24	\$9.74	\$9.92	\$10.60	\$13.58	\$12.45	\$13.34	\$13.45
New Growth	\$600,600	\$548,711	\$551,544	\$563,179	\$804,735	\$879,895	\$1,419,355	\$833,094
Building Permits (Selected Areas)	2005	2004	2003	2002	2001	2000	1999	1998
One Family	53	68	96	128	126	178	244	269
Two Family	11	2	0	5	0	8	17	13
Apartment/Condos	12	7	34	16	6	8	8	22
Residential Alterations	309	308	345	297	293	238	216	201
Commercial	5	6	5	11	8	8	14	5
Commercial Alterations	40	34	46	41	62	42	35	36
Industrial	0	0	0	1	0	0	0	0
Industrial Alterations	0	0	4	0	1	0	2	5
Total	430	425	530	499	496	482	536	551
New One-Family Homes	1990	61	1994	222				
1990 to 1996	1991	125	1995	157				
	1992	288	1996	221				
	1993	256	1997	261				

**FIGURE THREE
SCHEDULE A RECEIPTS
FISCAL YEAR 2000 TO 2007**

ITEM	PROJECTED FY 07	ESTIMATED FY 06	ACTUAL FY 05	ACTUAL FY 04	ACTUAL FY 03	ACTUAL FY 02	ACTUAL FY 01	ACTUAL FY 00	ACTUAL FY 99
MOTOR VEHICLE EXCISE	\$ 4,700,000	\$ 4,600,000	\$ 4,680,209	\$ 4,260,729	\$ 4,438,140	\$ 4,127,776	\$ 3,919,368	\$ 3,770,230	\$ 3,291,131
OTHER EXCISE	\$ 46,000	\$ 43,000	\$ 47,454	\$ 44,571	\$ 52,128	\$ 69,073	\$ 75,927	\$ 63,055	\$ 56,185
PENALTIES AND INTEREST	\$ 200,000	\$ 220,000	\$ 220,875	\$ 203,838	\$ 158,815	\$ 131,076	\$ 177,166	\$ 171,002	\$ 241,921
PAYMENT IN LIEU OF TAXES	\$ 27,000	\$ 27,000	\$ 27,057	\$ 29,515	\$ 29,908	\$ 26,568	\$ 26,689	\$ 26,282	\$ 22,894
CHARGES FOR SERVICES - WATER	\$ 2,900,000	\$ 2,750,000	\$ 2,827,012	\$ 2,750,427	\$ 2,687,023	\$ 2,778,081	\$ 2,625,987	\$ 2,531,831	\$ 2,484,425
CHARGES FOR SERVICES - ASH DISPOSAL	\$ 500,000	\$ 520,000	\$ 570,000	\$ 961,582	\$ 1,098,492	\$ 893,950	\$ 592,754	\$ 453,309	\$ 2,138,382
FEES	\$ 200,000	\$ 118,000	\$ 118,150	\$ 138,184	\$ 198,556	\$ 120,026	\$ 89,679	\$ 88,006	\$ 99,020
RENTALS	\$ 15,000	\$ 15,000	\$ 15,698	\$ 12,764	\$ 13,238	\$ 12,240	\$ 13,391	\$ 11,791	\$ 6,796
DEPARTMENTAL REVENUE - SCHOOLS	\$ -	\$ 40,000	\$ 40,501	\$ -	\$ -	\$ -	\$ 180	\$ 725	\$ 6,034
DEPARTMENTAL REVENUE - LIBRARIES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 97	\$ 456	\$ 541	\$ 860
DEPARTMENTAL REVENUE - CEMETERIES	\$ 31,000	\$ 31,000	\$ 31,380	\$ 34,820	\$ 31,905	\$ 30,798	\$ 36,935	\$ 30,844	\$ 34,432
OTHER DEPARTMENTAL REVENUE	\$ 300,000	\$ 227,000	\$ 227,967	\$ 337,487	\$ 328,916	\$ 198,007	\$ 189,727	\$ 138,407	\$ 218,129
LICENSE AND PERMITS	\$ 400,000	\$ 373,000	\$ 373,429	\$ 423,937	\$ 385,023	\$ 618,764	\$ 354,409	\$ 422,312	\$ 402,511
SPECIAL ASSESSMENTS	\$ 31,000	\$ 31,000	\$ 31,575	\$ 21,584	\$ 47,422	\$ 35,456	\$ 84,848	\$ 21,434	\$ 22,615
FINES AND FORFEITS	\$ 185,000	\$ 186,000	\$ 186,372	\$ 310,446	\$ 298,028	\$ 273,867	\$ 270,726	\$ 208,634	\$ 227,023
INVESTMENT INCOME	\$ 900,000	\$ 932,000	\$ 932,675	\$ 1,229,492	\$ 1,561,045	\$ 980,007	\$ 1,753,148	\$ 1,721,010	\$ 1,605,296
MISCELLANEOUS RECURRING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,221	\$ 22,722	\$ 32,809	\$ 27,181
MISCELLANEOUS NON-RECURRING	\$ 150,000	\$ 100,000	\$ 172,413	\$ 185,840	\$ 247,705	\$ 2,835,775	\$ -	\$ -	\$ -
MEDICAID REIMBURSEMENT	\$ 35,000	\$ 50,000	\$ 51,139	\$ 49,779	\$ 185,266	\$ 129,032	\$ 70,106	\$ 98,263	\$ 130,056
SUPPLEMENTAL TAX PROGRAM	\$ 170,000	\$ 125,000	\$ 169,937	\$ 178,455	\$ 89,088	\$ 104,070	\$ 142,235	\$ -	\$ -
	\$ 10,790,000	\$ 10,388,000	\$ 10,723,843	\$ 11,173,450	\$ 11,850,698	\$ 13,381,884	\$ 10,446,453	\$ 9,790,485	\$ 11,014,891
ESTIMATE			\$ 10,415,000	\$ 10,244,000	\$ 9,521,090	\$ 9,693,984	\$ 9,302,066	\$ 9,343,600	\$ 8,341,900
OVER(UNDER)			\$ 308,843	\$ 929,450	\$ 2,329,608	\$ 3,687,900	\$ 1,144,387	\$ 446,885	\$ 2,672,991
PERCENT OVER(UNDER)			3.0%	9.1%	24.5%	38.0%	12.3%	4.8%	32.0%

FY 2002 total includes a bond premium of \$2,384,823, AP Account Closeout of \$449,443, building permit fee of \$252,000 on the State Street Bank project and coal ash revenue of \$180,806

FY 2003 total includes a bond premium of \$247,705 and coal ash revenue of \$364,000

FIGURE FOUR - STATE AID AND CHARGES
FISCAL YEAR 2000 TO 2007
Based on House Bill One

Line Item	Fiscal Year 2007 Projection	Fiscal Year 2006 Actual	Fiscal Year 2005 Actual	Fiscal Year 2004 Actual	Fiscal Year 2003 Actual	Fiscal Year 2002 Actual	Fiscal Year 2001 Actual	Fiscal Year 2000 Actual
REVENUE								
A. EDUCATION								
1. Chapter 70	\$ 15,513,341	\$ 13,800,607	\$ 11,948,701	\$ 10,287,704	\$ 8,745,774	\$ 7,590,859	\$ 6,394,912	\$ 5,616,512
2. School Transportation	\$ -	\$ -	\$ -	\$ -	\$ 247,393	\$ 250,825	\$ 342,826	\$ 322,292
3. School Construction (Removed in FY 2006)	\$ -	\$ -	\$ 3,702,732	\$ 3,697,772	\$ 496,000	\$ 496,000	\$ 496,000	\$ 598,150
5. Charter School Tuition Reimbursement	\$ 193,772	\$ 193,772	\$ 131,443	\$ 10,440	\$ -	\$ -	\$ -	\$ -
5. Tuition State Wards	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,163	\$ 17,978
6. Charter School Capital Facility Reimbursement	\$ 34,870	\$ 34,870	\$ 28,196	\$ -	\$ -	\$ -	\$ -	\$ -
8. School Lunch (Offset)	\$ 31,245	\$ 28,245	\$ 26,723	\$ 27,247	\$ 25,019	\$ 22,775	\$ 20,307	\$ 20,177
Sub-Total	\$ 15,773,228	\$ 14,057,494	\$ 15,837,795	\$ 14,023,163	\$ 9,514,186	\$ 8,360,459	\$ 7,321,208	\$ 6,575,109
B. GENERAL GOVERNMENT								
1. Lottery, Beano & Charity Games	\$ 3,107,117	\$ 2,493,603	\$ 2,110,492	\$ 2,110,492	\$ 2,250,774	\$ 2,482,932	\$ 2,324,233	\$ 2,123,910
2. Additional Assistance	\$ 298,861	\$ 298,861	\$ 298,861	\$ 298,861	\$ 318,726	\$ 376,077	\$ 376,077	\$ 376,077
3. Highway Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,858	\$ 207,431	\$ 207,431
6. Police Career Incentive	\$ 166,024	\$ 166,024	\$ 150,155	\$ 140,291	\$ 129,068	\$ 119,784	\$ 101,872	\$ 78,330
8. Veteran's Benefits	\$ 12,907	\$ 12,907	\$ 3,406	\$ 3,738	\$ 14,598	\$ 16,918	\$ 8,202	\$ 7,020
9. Exemptions	\$ 31,025	\$ 31,025	\$ 34,421	\$ 34,499	\$ 30,907	\$ 30,431	\$ 30,772	\$ 31,608
10. Exemptions (Elderly)	\$ 22,768	\$ 22,768	\$ 22,670	\$ 22,328	\$ 21,017	\$ 22,042	\$ 22,700	\$ 22,726
11. State Owned Land	\$ 107,973	\$ 156,870	\$ 123,183	\$ 78,725	\$ 98,335	\$ 148,013	\$ 163,750	\$ 135,760
12. Public Libraries	\$ 50,664	\$ 45,664	\$ 40,664	\$ 34,165	\$ 37,196	\$ 40,018	\$ 39,608	\$ 38,144
Sub-Total	\$ 3,797,339	\$ 3,227,722	\$ 2,783,852	\$ 2,723,099	\$ 2,900,621	\$ 3,288,073	\$ 3,274,645	\$ 3,021,006
Total State Aid	\$ 19,570,567	\$ 17,285,216	\$ 18,621,647	\$ 16,746,262	\$ 12,414,807	\$ 11,648,532	\$ 10,595,853	\$ 9,596,115
CHARGES								
County Tax	\$ 49,947	\$ 49,947	\$ 49,947	\$ 49,947	\$ 49,947	\$ 49,947	\$ 49,947	\$ 49,947
Mosquito Control	\$ 57,245	\$ 52,245	\$ 47,364	\$ 47,261	\$ 40,895	\$ 35,818	\$ 39,250	\$ 39,459
Mosquito Control (Underestimate)	\$ -	\$ -	\$ -	\$ -	\$ 3,659	\$ -	\$ -	\$ -
Air Pollution Districts	\$ 8,834	\$ 8,834	\$ 8,484	\$ 8,187	\$ 7,860	\$ 7,368	\$ 7,104	\$ 6,838
RMV Non-Renewal Surcharge	\$ 16,700	\$ 16,700	\$ 13,500	\$ 16,400	\$ 17,880	\$ 17,340	\$ 21,360	\$ 25,980
WRTA Assessment	\$ 73,445	\$ 71,306	\$ 82,522	\$ 80,509	\$ 78,546	\$ 76,630	\$ 74,368	\$ 73,563
Special Education	\$ -	\$ -	\$ 9,648	\$ 5,501	\$ 7,010	\$ 7,010	\$ 9,529	\$ 18,155
MBTA	\$ 200,392	\$ 112,991	\$ 91,481	\$ 42,430	\$ -	\$ -	\$ -	\$ -
School Choice Tuition	\$ 132,000	\$ 104,140	\$ 78,761	\$ 45,890	\$ -	\$ -	\$ -	\$ -
Charter School Tuition	\$ 550,000	\$ 424,421	\$ 312,350	\$ 138,180	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ 1,088,563	\$ 840,584	\$ 694,057	\$ 434,305	\$ 205,797	\$ 194,113	\$ 201,558	\$ 213,942
Overestimate - Mosquito Control	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,666	\$ 482
Overestimate - Special Education	\$ -	\$ -	\$ -	\$ -	\$ 331	\$ 2,850	\$ 3,316	\$ -
Overestimate - Regional Transit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total	\$ -	\$ -	\$ -	\$ -	\$ 331	\$ 2,850	\$ 4,982	\$ 482
Total Net Charges	\$ 1,088,563	\$ 840,584	\$ 694,057	\$ 434,305	\$ 205,466	\$ 191,263	\$ 196,576	\$ 213,460
School Lunch Offset	\$ 31,245	\$ 28,245	\$ 26,723	\$ 27,247	\$ 25,019	\$ 22,775	\$ 20,307	\$ 20,177
Library Offset	\$ 50,664	\$ 45,664	\$ 40,664	\$ 34,165	\$ -	\$ 40,018	\$ 39,608	\$ 38,144
Total Off-Sets	\$ 81,909	\$ 73,909	\$ 67,387	\$ 61,412	\$ 25,019	\$ 62,793	\$ 59,915	\$ 58,321
Line Item								
Fiscal Year 2007 Projection Fiscal Year 2006 Actual Fiscal Year 2005 Actual Fiscal Year 2004 Actual Fiscal Year 2003 Actual Fiscal Year 2002 Actual Fiscal Year 2001 Actual Fiscal Year 2000 Actual								
"Education" Local Aid	\$ 15,773,228	\$ 14,057,494	\$ 12,135,063	\$ 10,325,391	\$ 9,018,186	\$ 7,864,459	\$ 6,825,208	\$ 5,976,959
"General Government" Local Aid	\$ 3,797,339	\$ 3,227,722	\$ 2,783,852	\$ 2,723,099	\$ 2,900,621	\$ 3,288,073	\$ 3,274,645	\$ 3,021,006
Charges and Offsets	\$ 1,170,472	\$ 914,493	\$ 761,444	\$ 495,717	\$ 230,485	\$ 254,056	\$ 256,491	\$ 271,781
Total	\$ 18,400,095	\$ 16,370,723	\$ 14,157,471	\$ 12,552,773	\$ 11,688,322	\$ 10,898,476	\$ 9,843,362	\$ 8,726,184

Indicates amount after 90%
reduction was made.

**FIGURE FIVE
TAX RATE RECAPITULATIONS
FISCAL YEAR 2000 TO 2006**

CHARGES		ACTUAL FY 06		ACTUAL FY 05		ACTUAL FY 04		ACTUAL FY 03		ACTUAL FY 02		ACTUAL FY 01		ACTUAL FY 00
APPROPRIATIONS	\$	83,343,541.82	\$	77,611,947.00	\$	76,082,196.81	\$	68,397,505.02	\$	64,314,219.38	\$	59,547,856.94	\$	57,532,106.00
TAX TITLE	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
COURT JUDGMENTS	\$	-	\$	-	\$	-	\$	-	\$	126,963.64	\$	119,334.00	\$	-
OVERLAY DEFICITS	\$	-	\$	-	\$	-	\$	-	\$	-	\$	803.19	\$	-
CHERRY SHEET OFFSETS	\$	73,909.00	\$	67,387.00	\$	61,412.00	\$	62,215.00	\$	62,973.00	\$	59,915.00	\$	58,321.00
CMRPC	\$	6,906.06	\$	6,737.74	\$	6,573.53	\$	6,413.43	\$	4,776.68	\$	4,660.18	\$	4,547.00
STATE AND COUNTY CHARGES	\$	840,584.00	\$	694,057.00	\$	434,305.00	\$	205,797.00	\$	194,113.00	\$	201,558.00	\$	213,942.00
OVERLAY	\$	451,928.88	\$	334,362.58	\$	465,564.36	\$	301,261.36	\$	257,908.21	\$	323,213.03	\$	213,975.00
TOTAL TO BE RAISED	\$	84,716,869.76	\$	78,714,491.32	\$	77,050,051.70	\$	68,973,191.81	\$	64,960,953.91	\$	60,257,340.34	\$	58,022,891.00
REVENUE														
STATE AID	\$	21,077,629.00	\$	18,621,647.00	\$	16,746,262.00	\$	12,679,840.00	\$	11,648,532.00	\$	10,595,853.00	\$	9,596,115.00
OVERESTIMATES	\$	-	\$	-	\$	-	\$	331.00	\$	2,850.00	\$	4,982.00	\$	482.00
SCHEDULE A RECEIPTS	\$	10,388,000.00	\$	10,415,000.00	\$	10,244,000.00	\$	9,521,090.00	\$	9,693,984.00	\$	9,302,066.00	\$	9,343,600.00
FREE CASH	\$	2,000,000.00	\$	2,380,000.00	\$	3,000,000.00	\$	1,501,785.00	\$	1,056,826.92	\$	1,348,000.00	\$	3,330,784.00
OTHER AVAILABLE FUNDS														
SALE OF CEMETERY LOTS	\$	25,000.00	\$	25,000.00	\$	25,000.00	\$	25,000.00	\$	25,000.00	\$	25,000.00	\$	25,000.00
SEWER SURPLUS	\$	3,566,654.82	\$	2,300,000.00	\$	2,000,400.00	\$	2,140,000.00	\$	1,650,000.00	\$	1,525,000.00	\$	2,900,000.00
LIGHT REVENUE	\$	262,767.00	\$	273,150.00	\$	280,490.00	\$	329,010.00	\$	1,860,260.00	\$	102,990.00	\$	105,615.00
CATV REVENUE	\$	499,545.00	\$	514,456.00	\$	529,365.00	\$	736,140.00	\$	820,863.00	\$	924,158.00	\$	968,305.00
STABILIZATION	\$	170,000.00	\$	635,000.00	\$	185,000.00	\$	-	\$	275,000.00	\$	-	\$	-
OTHER FUNDS (CHAPTER 90)	\$	508,066.00	\$	422,311.00	\$	424,566.71	\$	431,754.76	\$	425,098.66	\$	210,686.26	\$	820,914.00
BUDGET/FUND TRANSFERS	\$	566,713.66	\$	400,223.00	\$	500,000.00	\$	42,316.26	\$	339,500.00	\$	405,000.00	\$	643,174.00
HOME FARM WELL INTEREST	\$	-	\$	-	\$	1,450,000.00	\$	-	\$	-	\$	2,091,000.00	\$	170,000.00
TITLE V RESERVE	\$	16,248.00	\$	4,831.00	\$	4,831.00	\$	4,831.00	\$	4,831.00	\$	-	\$	-
INTEREST/PREMIUM RESERVE	\$	-	\$	-	\$	-	\$	-	\$	300,000.00	\$	-	\$	-
WATER SYSTEM IMPRVMENTS	\$	500,000.00	\$	-	\$	930,000.00	\$	430,000.00	\$	-	\$	-	\$	-
WATER CONSERVATION FUND	\$	30,000.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
CEMETERY TRUST FUNDS	\$	75,000.00	\$	71,500.00	\$	-	\$	-	\$	-	\$	-	\$	-
SPECIAL FUNDS - COAL ASH	\$	275,000.00	\$	250,000.00	\$	-	\$	-	\$	-	\$	-	\$	-
HIGHWAY IMPROVEMENTS	\$	400,000.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
SURPLUS SBAB (FLORAL)	\$	89,681.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
FREE CASH (REDUCE LEVY)	\$	500,000.00	\$	500,000.00	\$	728,416.00	\$	2,885,000.00	\$	435,000.00	\$	1,130,000.00	\$	1,130,000.00
MUNICIPAL LIGHT (REDUCE LEVY)	\$	121,995.00	\$	115,606.00	\$	118,531.00	\$	113,132.00	\$	112,244.00	\$	118,519.00	\$	111,886.00
CATV REVENUE (REDUCE LEVY)	\$	430,056.00	\$	386,503.91	\$	334,056.00	\$	283,927.00	\$	250,000.00	\$	250,000.00	\$	250,000.00
BOND INTEREST RESERVE	\$	-	\$	-	\$	-	\$	821,732.00	\$	-	\$	-	\$	-
TOTAL REVENUE	\$	41,502,355.48	\$	37,315,227.91	\$	37,500,917.71	\$	31,945,889.02	\$	28,899,989.58	\$	28,033,254.26	\$	29,395,875.00
TOTAL LEVY	\$	43,214,514.28	\$	41,399,263.41	\$	39,549,133.99	\$	37,027,302.79	\$	36,060,964.33	\$	32,224,086.08	\$	28,627,016.00
TAX RATE	\$	9.24	\$	9.74	\$	9.92	\$	10.60	\$	13.58	\$	12.45	\$	14.45

**FIGURE SIX
DEBT SERVICE PROJECTION
FISCAL YEAR 2006 TO 2023**

FISCAL YEAR	1996 (2005) \$10,000,000 FLORAL ST	1996 (2005) \$1,000,000 TOWN HALL	1999 \$5,300,000 CATV	1999 \$3,000,000 OPEN SPACE LAND PURCHASE	1999 \$2,400,000 HIGH SCHOOL LAND PURCHASE	1999 \$1,000,000 SENIOR CENTER	2000 \$86,947 TITLE V LOAN PROGRAM	2001 \$58,900,000 SENIOR HIGH SCHOOL	2001 \$2,000,000 OPEN SPACE LAND PURCHASE	2001 \$1,760,000 LIGHT PLANT
2007	\$ 712,055	\$ 87,339	\$ 484,635	\$ 245,868	\$ 194,220	\$ 113,200	\$ 4,831	\$ 5,411,750	\$ 182,600	\$ 171,600
2008	\$ 691,449	\$ 84,345	\$ 469,370	\$ 239,203	\$ 189,060	\$ 108,900	\$ 4,831	\$ 5,288,750	\$ 178,200	\$ 167,200
2009	\$ 666,824	\$ 80,520	\$ 453,750	\$ 232,383	\$ 183,780	\$ 104,500	\$ 4,831	\$ 5,150,375	\$ 173,250	\$ 162,250
2010	\$ 642,304	\$ 76,890	\$ 432,775	\$ 225,408	\$ 178,380		\$ 4,831	\$ 4,996,625	\$ 167,750	\$ 156,750
2011-2023	\$ 3,248,363		\$ 1,567,825	\$ 1,595,574	\$ 1,346,540		\$ 43,467	\$ 47,962,125	\$ 1,375,000	\$ 1,056,000
	\$ 5,960,995	\$ 329,094	\$ 3,408,355	\$ 2,538,436	\$ 2,091,980	\$ 326,600	\$ 62,791	\$ 68,809,625	\$ 2,076,800	\$ 1,713,800

FISCAL YEAR	2004 \$286,611 CWMP	2004 \$105,896 TITLE V LOAN PROGRAM	2004 \$7,400,000 OAK MIDDLE SCHOOL	2004 \$1,250,000 NORTH SHORE SCHOOL ADDITION	2005 \$86,947 TITLE V LOAN PROGRAM	TOTAL DEBT SERVICE	DEBT SERVICE FUNDED FROM WITHIN THE TAX LEVY	DEBT SERVICE FUNDED FROM OUTSIDE THE TAX LEVY***	DEBT SERVICE FUNDED FROM NON TAX REVENUE	TOTAL DEBT SERVICE
2007	\$ 14,355	\$ 5,568	\$ 630,573	\$ 125,219	\$ 4,729	\$ 8,388,542	\$ 309,625	\$ 7,305,861	\$ 773,057	\$ 8,388,542
2008	\$ 14,370	\$ 5,569	\$ 619,704	\$ 122,722	\$ 4,729	\$ 8,188,402	\$ 300,767	\$ 7,137,221	\$ 750,414	\$ 8,188,402
2009	\$ 14,501	\$ 5,570	\$ 609,066	\$ 120,278	\$ 4,729	\$ 7,966,607	\$ 291,460	\$ 6,948,996	\$ 726,151	\$ 7,966,607
2010	\$ 14,717	\$ 5,571	\$ 597,966	\$ 117,728	\$ 4,729	\$ 7,622,424	\$ 181,958	\$ 6,744,203	\$ 696,263	\$ 7,622,424
2011-2023	\$ 174,781	\$ 72,201	\$ 7,298,065	\$ 985,115	\$ 75,657	\$ 66,800,713	\$ 1,309,951	\$ 62,500,831	\$ 2,989,931	\$ 66,800,713
TOTAL	\$ 232,724	\$ 94,479	\$ 9,755,374	\$ 1,471,062	\$ 94,573	\$ 98,966,688	\$ 2,393,762	\$ 90,637,111	\$ 5,935,816	\$ 98,966,688

*** Not adjusted for SBAB Reimbursement

**FIGURE SEVEN
FREE CASH ESTIMATE
FISCAL YEAR 2007**

FISCAL YEAR END	BALANCE AS OF 7/1	AMOUNT APPROPRIATED	FOLLOWING YEAR BALANCE	GAIN/(LOSS)
2006	\$1,180,113			
2005	\$1,930,113	\$1,750,000	\$1,180,113	(\$750,000)
2004	\$2,832,695	\$2,500,000	\$1,930,113	(\$902,582)
2003	\$3,616,392	\$2,880,000	\$2,832,695	(\$783,697)
2002	\$6,958,805	\$6,113,416	\$3,616,392	(\$3,342,413)
2001	\$4,087,506	\$2,077,612	\$6,958,805	\$2,871,299
2000	\$2,884,606	\$1,468,606	\$4,087,506	\$1,202,900
1999	\$5,588,576	\$3,928,000	\$2,884,606	(\$2,703,970)
1998	\$4,611,834	\$3,010,784	\$5,588,576	\$976,742
1997	\$4,555,647	\$3,418,656	\$4,611,834	\$56,187
1996	\$2,996,394	\$1,300,000	\$4,555,647	\$1,559,253
1995	\$3,909,803	\$3,294,500	\$2,996,394	(\$913,409)
1994	\$2,672,855	\$1,864,000	\$3,909,803	\$1,236,948
1993	\$3,039,269	\$2,030,500	\$2,672,855	(\$366,414)
1992	\$2,275,622	\$1,122,000	\$3,039,269	\$763,647
1991	\$1,560,672	\$867,000	\$2,275,622	\$714,950
1990	\$1,269,570	\$850,000	\$1,560,672	\$291,102

Indicates balance influenced by bond premium that was run through Free Cash in the amount of \$2,385,000

FIGURE EIGHT
TRIAL RECAPITULATION - FISCAL YEAR 2007

REVENUE

TAXATION	\$	40,121,959	
NEW GROWTH	\$	600,000	
EXEMPTED TAX LEVY	\$	3,746,563	
STATE AID	\$	19,570,567	
SBAB PAYMENT	\$	3,792,413	
OVERESTIMATES	\$	-	
SCHEDULE A RECEIPTS	\$	10,790,000	
FREE CASH	\$	1,250,000	
OTHER AVAILABLE FUNDS			
Sale of Cemetery Lots	\$	25,000	
Sewer Surplus	\$	2,500,000	
Light Revenue	\$	258,939	
CATV Revenue	\$	484,635	
Chapter 90	\$	-	
Account Transfers	\$	-	
Title V Loan Repayments	\$	15,128	
Cemetery Trust Funds	\$	-	
Special Funds - Coal Ash	\$	275,000	
FREE CASH (REDUCE LEVY)	\$	500,000	
MUNICIPAL LIGHT (REDUCE LEVY)	\$	115,441	
CATV REVENUE (REDUCE LEVY)	\$	454,691	\$ 84,500,336

\$	44,468,522	Taxation
\$	19,570,567	State Aid
\$	10,790,000	Local Receipts
\$	3,792,413	SBAB Payment
\$	1,250,000	Free Cash
\$	3,558,702	Other Funds
\$	500,000	Free Cash (Levy)
\$	115,441	Light (Levy)
\$	454,691	CATV (Levy)
\$	84,500,336	

CHARGES

CHERRY SHEET OFFSETS	\$	81,909	
CMRPC	\$	7,079	
STATE AND COUNTY CHARGES	\$	1,088,563	
OVERLAY	\$	450,000	
PAY AND CLASSIFICATION PLAN	\$	500,000	
MEDICAL EXPENSES POLICE AND FIRE	\$	2,500	
FY 2006 DEFICITS	\$	500,000	
OPERATING BUDGET	\$	83,095,950	
CAPITAL BUDGET			
P Replace Animal Control Van	\$	18,000	
P Replace Marked Cruiser	\$	25,000	
PB Re-seam Town Hall EPDM Roof	\$	25,000	
CC Repairs to Newton Pond Dam	\$	89,868	
P Replace Marked Cruiser	\$	25,000	
H Rebuild Wall Boylston Street	\$	60,000	
P Replace Unmarked Cruiser	\$	25,000	
P Replace Marked 4 x 4	\$	28,000	
H Resurface Garage Roof	\$	90,000	
H Improvements to Public Ways	\$	150,000	
H Replace Dump Truck/Sander (6 Wheel)	\$	260,000	
PB Replace One Ton Van	\$	20,000	
H Replace Frony End Loader	\$	250,000	
PKS Repalce 3/4 Ton Pickup	\$	35,000	
C Upgrade Mowers	\$	30,000	
W Replace One Ton Pickup	\$	40,000	
S I&I Removal Project	\$	100,000	
S Replace Sewer Cleaner Truck	\$	225,000	
CEMETERY IMPROVEMENTS	\$	25,000	
BILLS OF PRIOR YEAR	\$	2,500	
STORM DRAINS	\$	100,000	
GENERAL SIDEWALK REPAIRS	\$	75,000	
CONSTRUCTION/EXTENSION OF SEWERS (tax levy)	\$	300,000	
WATER SYSTEM IMPROVEMENTS	\$	860,000	
COUNSELING AND EDUCATIONAL SERVICES	\$	72,000	
ATM/STM RESERVE	\$	250,000	
CHAPTER 90 FUNDING	\$	-	\$ 88,906,369

\$	1,627,551	Charges
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\$	5,521,883	General Government
\$	6,556,237	Public Safety
\$	1,931,719	Retirement
\$	6,500,571	Public Works
\$	2,054,824	Human Services
\$	1,563,212	Culture & Recreation
\$	41,358,952	School Department
\$	8,710,083	Debt and Interest
\$	8,898,469	Unclassified (Op Sprt)
\$	83,095,950	

	Capital Budget
\$	1,100,868 From Taxation
\$	40,000 From Water Revenue
\$	30,000 From Trust Funds
\$	325,000 From Sewer Surplus
\$	1,495,868

	Warrant Articles
\$	1,802,000 From Taxation
\$	860,000 From Water Revenue
\$	- From Sewer Revenue
\$	25,000 From Trust Funds
\$	- From Other Funds
\$	2,687,000

\$	1,627,551	Charges
\$	83,095,950	Budget
\$	1,495,868	Capital Budget
\$	2,687,000	Warrant Articles

Surplus/(Deficit) \$ (4,406,033) \$ 88,906,369

**FIGURE NINE
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2007 TO 2011**

Department/Project	Total	2007	2008	2009	2010	2011	Later
0155 Management Information Systems							
Document Management System	\$120,000	\$60,000	\$30,000	\$30,000			
Town Hall Servers Upgrade	\$55,000		\$55,000				
Public Safety Servers Upgrade	\$40,000		\$40,000				
Town Hall Central Storage Upgrade	\$50,000			\$50,000			
	\$265,000	\$60,000	\$125,000	\$80,000			
0171 Conservation Commission							
Repairs to Newton Pond Dam	\$89,868	\$89,868					
0192 Public Buildings							
Paton School - Replace Floor Covering	\$80,000	\$80,000					
New Fire HQ and Upgrade #2	\$6,650,000	\$6,650,000					
Middle School Renovations	\$36,000,000	\$36,000,000					
Re-seam Town Hall EPDM Roof	\$25,000	\$25,000					
New Gas Burners (2) - Paton School	\$27,000		\$27,000				
Replace Fire Station #3	\$2,000,000		\$2,000,000				
Library Expansion and Renovation	\$7,500,000		\$7,500,000				
New Gas Burners (4) - Beal School	\$54,000			\$54,000			
Police Station - Additional Space	\$6,000,000			\$6,000,000			
Beal Replacement of Windows	\$316,000			\$316,000			
Paton School - Pulverize and repave playground and driveways	\$150,000				\$150,000		
Spring Street School - Pulverize and repave driveways, berm and sidewalks	\$112,000				\$112,000		
Replace Carpeting in 23 Modular Classrooms	\$44,000					\$44,000	
Paint Interior of Floral Street School	\$47,000					\$47,000	
Upgrade Beal, Paton, Spring & Coolidge Facilities							TBD
	\$59,005,000	\$42,755,000	\$9,527,000	\$6,370,000	\$262,000	\$91,000	

**FIGURE NINE
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2007 TO 2011**

Department/Project	Total	2007	2008	2009	2010	2011	Later
0210 Police Department							
Replace Live Scan Fingerprint	\$35,000	\$35,000					
Dispatch Radio Upgrade	\$40,000	\$40,000					
Investigative Video Equipment	\$10,000	\$10,000					
Cruiser Video Recording Equipment	\$35,000	\$10,000	\$25,000				
Voting Receiver	\$40,000		\$10,000	\$10,000	\$10,000	\$10,000	
Radio Alert Transmitter	\$20,000		\$10,000	\$10,000			
Additional Patrol Vehicle	\$70,000		\$35,000		\$35,000		
Video Monitoring Equipment	\$100,000		\$25,000	\$25,000	\$25,000	\$25,000	
Furning Closet	\$20,000		\$20,000				
Forensic Garage Facility	\$100,000		\$100,000				
	\$470,000	\$95,000	\$225,000	\$45,000	\$70,000	\$35,000	
0220 Fire Department							
Replace Engine #3	\$350,000	\$350,000					
Fire Department Command Vehicle	\$40,000	\$40,000					
Replace Air Bottles	\$60,000	\$60,000					
New and Updated Facilities (See Pub Bldgs)	\$450,000	\$450,000					
0411 Engineering							
Replace 1994 Blazer	\$25,000	\$25,000					
Replace 1997 Blazer	\$25,000		\$25,000				
Replace 1999 Chevy Tahoe	\$25,000			\$25,000			
	\$75,000	\$25,000	\$25,000	\$25,000			

**FIGURE NINE
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2007 TO 2011**

Department/Project	Total	2007	2008	2009	2010	2011	Later
0421 Highway							
Storm Drain Construction	\$500,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
Sidewalk Construction	\$375,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	
Street Reconstruction	\$750,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	
Rebuild Retaining Wall - Boylston Street	\$60,000	\$60,000					
Replace Dump Truck/Sander (6 wheel)	\$530,000	\$260,000		\$130,000		\$140,000	
Replace 3/4 Ton 4 Wheel Drive P.U.	\$32,000	\$32,000					
Resurface Garage Roof	\$90,000	\$90,000					
Replace Front End Loader	\$400,000	\$250,000			\$150,000		
Street Sweeper	\$130,000		\$130,000				
Construct Salt Shed	\$200,000		\$200,000				
Street Resurfacing Account	\$400,000		\$100,000	\$100,000	\$100,000	\$100,000	
All Purpose MT Trackless Tractor	\$125,000			\$125,000			
Replace 1 Ton Dump (#29)	\$50,000			\$50,000			
Replace 3/4 Ton 4 Wheel Drive P.U.	\$35,000					\$35,000	
	\$3,677,000	\$1,017,000	\$755,000	\$730,000	\$575,000	\$600,000	
0440 Sewer							
General Sewer Construction & Station Upgrades	\$1,500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	
I & I Removal	\$500,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
Replace Sewer Cleaner Truck	\$225,000	\$225,000					
	\$2,225,000	\$625,000	\$400,000	\$400,000	\$400,000	\$400,000	
0450 Water							
Water Main Replacement	\$3,900,000	\$500,000	\$925,000	\$1,050,000	\$475,000	\$950,000	
Meter Replacement Program	\$500,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
Equipment Replacement	\$252,000	\$40,000	\$40,000	\$40,000	\$42,000	\$90,000	
Masonic Tank Replacement	\$1,000,000	\$1,000,000					
Painting & Inspection - Hillside Tank	\$500,000	\$500,000					
Painting & Inspection - Browning Road Tank	\$300,000		\$300,000				
Painting & Inspection - Masonic Tank #3	\$400,000			\$400,000			
Painting & Inspection - Oak Street Tank	\$200,000				\$200,000		
Upgrade to Water Treatment Plant							TBD
	\$7,052,000	\$2,140,000	\$1,365,000	\$1,590,000	\$817,000	\$1,140,000	

**FIGURE NINE
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2007 TO 2011**

Department/Project	Total	2007	2008	2009	2010	2011	Later
0491 Cemetery							
Upgrade Mowers	\$30,000	\$30,000					
Repaving	\$25,000		\$25,000				
Replace Pickup	\$35,000				\$35,000		
Burial Section Construction	\$300,000						\$300,000
	\$390,000	\$30,000	\$25,000	\$0	\$35,000	\$0	\$300,000
0610 Library							
New Addition (Town Share 60% - Assuming 40% State Funding of \$4.3 Million Project) - See Public Buildings							
0650 Parks and Recreation							
3/4 Ton Pickup	\$70,000	\$35,000	\$35,000				
Coolidge Irrigation Replacement	\$50,000	\$50,000					
Dean Park Softball Lightsd	\$40,000	\$40,000					
Dean Park Parking Lot Paving	\$50,000	\$50,000					
Dean Park Pavilions Improvement	\$0	TBD					
Edgemere Park Improvements	\$30,000		\$30,000				
Municipal Drive	\$300,000		\$300,000				
Lake Street Park	\$4,000,000		\$2,000,000			\$2,000,000	
Maple Avenue Phase II	\$250,000			\$250,000			
Renovate North Shore School Fields	\$170,000					\$170,000	
Neighborhood Park Improvements	\$600,000					\$600,000	
Replace Park Tractor	\$50,000					\$50,000	
	\$5,610,000	\$175,000	\$2,365,000	\$250,000	\$0	\$2,820,000	
	\$79,308,868	\$47,461,868	\$14,812,000	\$9,490,000	\$2,159,000	\$5,086,000	\$300,000

**FIGURE NINE-A
CAPITAL BUDGET RECOMMENDATIONS
FISCAL YEAR 2007**

Department	Project	Amount	Cummulative Total	Funding Source	Tier Ranking	Comments
Police	Replace Animal Control Van	\$18,000	18,000	Taxation	1	Include in Omnibus Capital Budget Article
Police	Replace Marked Cruiser	\$25,000	43,000	Taxation	1	Include in Omnibus Capital Budget Article
Pub Bldgs	Re-seam Town Hall EPDM Roof	\$25,000	68,000	Taxation	1	Include in Omnibus Capital Budget Article
Con Com	Repairs to Newton Pond Dam	\$89,868	157,868	Taxation	1	Include in Omnibus Capital Budget Article; Consider funding from Conservation Fees
Police	Replace Marked Cruiser	\$25,000	182,868	Taxation	1	Include in Omnibus Capital Budget Article
Highway	Rebuild Retaining Wall - Boylston Street	\$60,000	242,868	Taxation	1	Include in Omnibus Capital Budget Article; Consider Funding From Highway Improvements Account
Police	Replace Unmarked Cruiser	\$25,000	267,868	Taxation	1	Include in Omnibus Capital Budget Article
Police	Replace 4x4 Marked Vehicle	\$28,000	295,868	Taxation	1	Include in Omnibus Capital Budget Article
Highway	Resurface Garage Roof	\$90,000	385,868	Taxation	1	Include in Omnibus Capital Budget Article
Sewer	General Sewer Construction & Station Upgrades	\$300,000	685,868	Taxation	1	Stand Alone Warrant Article; Consider Funding From Sewer Use Fund
Highway	Storm Drain Construction	\$100,000	785,868	Taxation	2	Stand Alone Warrant Article
Highway	Sidewalk Construction	\$75,000	860,868	Taxation	2	Stand Alone Warrant Article
Highway	Street Reconstruction	\$150,000	1,010,868	Taxation	2	Include in Omnibus Capital Budget Article
Highway	Replace Dump Truck/Sander (6 wheel)	\$260,000	1,270,868	Taxation	2	Include in Omnibus Capital Budget Article
Pub Bldgs	Replace One Ton Van	\$20,000	1,290,868	Taxation	2	Include in Omnibus Capital Budget Article
Highway	Replace Front End Loader	\$250,000	1,540,868	Taxation	2	Include in Omnibus Capital Budget Article
Parks	3/4 Ton Pickup	\$35,000	1,575,868	Taxation	2	Include in Omnibus Capital Budget Article
Highway	Replace 3/4 Ton 4 Wheel Drive P.U.	\$32,000	1,607,868	Taxation	2	Not Recommended For Funding
Police	Replace Live Scan Fingerprint	\$35,000	1,642,868	Taxation	2	Not Recommended For Funding
Pub Bldgs	Paton School - Replace Floor Covering	\$80,000	1,722,868	Taxation	2	Not Recommended For Funding
Police	Dispatch Radio Upgrade	\$40,000	1,762,868	Taxation	2	Not Recommended For Funding
Police	Investigative Video Equipment	\$10,000	1,772,868	Taxation	2	Not Recommended For Funding
Parks	Coolidge Irrigation Replacement	\$50,000	1,822,868	Taxation	3	Not Recommended For Funding
Parks	Dean Park Parking Lot Paving	\$50,000	1,872,868	Taxation	3	Not Recommended For Funding
Fire	Replace Engine #3	\$350,000	2,222,868	Taxation	3	Not Recommended For Funding
Fire	Replace Air Bottles	\$60,000	2,282,868	Taxation	3	Not Recommended For Funding
Fire	Fire Department Command Vehicle	\$40,000	2,322,868	Taxation	3	Not Recommended For Funding
Parks	Dean Park Softball Lightsd	\$40,000	2,362,868	Taxation	3	Not Recommended For Funding
Engineer	Replace 1994 Blazer	\$25,000	2,387,868	Taxation	3	Not Recommended For Funding
Police	Cruiser Video Recording Equipment	\$10,000	2,397,868	Taxation	3	Not Recommended For Funding
MIS	Document Management System	\$60,000	2,457,868	Taxation	3	Not Recommended For Funding

**FIGURE NINE-A
CAPITAL BUDGET RECOMMENDATIONS
FISCAL YEAR 2007**

Department	Project	Amount	Cummulative Total	Funding Source	Tier Ranking	Comments
Cemetery	Upgrade Mowers	\$30,000	30,000	Trust Fund	1	Include in Omnibus Capital Budget Article
Water	Replace One Ton Pickup	\$40,000	40,000	Water Revenue	1	Include in Omnibus Capital Budget Article
Water	Water Main Replacement	\$500,000	540,000	Water Revenue	1	Stand Alone Warrant Article; Consider Borrowing
Water	Masonic Tank Replacement	\$1,000,000	1,540,000	Water Revenue	1	Stand Alone Warrant Article; Consider Borrowing
Water	Painting & Inspection - Hillside Tank	\$500,000	2,040,000	Water Revenue	1	Include in Omnibus Capital Budget Article
Sewer	I & I Removal	\$100,000	100,000	Sewer Revenue	1	Include in Omnibus Capital Budget Article
Sewer	Replace Sewer Cleaner Truck	\$225,000	325,000	Sewer Revenue	1	Include in Omnibus Capital Budget Article
Pub Bldgs	New Fire HQ and Upgrade #2	\$6,650,000	6,650,000	Bond Issue	1	Shown for Illustrative Purposes
Pub Bldgs	Middle School Renovations	\$36,000,000	36,000,000	Bond Issue	1	Shown for Illustrative Purposes

**FIGURE TEN
SURPLUS REVENUE ACCOUNT**

	RECEIPTS					CHARGES			
	UNEXPENDED SCHOOL	APPROPRIATION TOWN	BALANCES TOTAL	EXCESS LOCAL RECEIPTS	EXCESS STATE RECEIPTS	EXCESS REAL ESTATE	TAX LEVY REDUCTION	SPECIAL ARTICLE APPROPRIATIONS	FREE CASH JULY1
1984	19,772	196,677	216,449	161,673			740,000	294,144	1,167,789
1985	0	305,889	305,889	690,471			500,000	267,226	1,385,815
1986	55,381	193,490	248,871	1,150,839			770,000	583,630	1,663,779
1987	119,676	293,292	412,968	858,155			770,000	512,652	1,317,765 actual
1988	39,409	295,949	335,358	777,438			770,000	443,473	1,689,331 state certified
1989	0	371,822	371,822	447,354			770,000	386,100	1,237,050 actual
1990	124	622,537	622,761	804,000			770,000	130,609	1,449,499 state certified
1991	23,091	607,625	630,716	303,894			770,000	80,000	910,673
1992	85,560	893,095	979,655	221,655			770,000	97,000	1,269,570
1993	22,566	539,375	561,941	902,505	114,373	218,531	770,000	352,000	1,560,672
1994	64,901	506,092	570,993	1,007,659	146,282	205,135	770,000	1,260,500	2,275,622
1995	0	684,790	684,790	1,368,791	212,716	578,173	770,000	1,094,000	3,039,269
1996	14,501	1,008,838	1,023,339	1,401,250	264,215	-38,780	770,000	2,524,500	2,672,855
1997	140,410	678,033	818,443	1,631,358*	29,708	305,627	1,030,000	270,000	3,909,803
1998	97,934	574,473	672,407	2,204,849	188,104	237,102	1,130,000	2,288,656	2,996,394
1999	58,855	588,350	647,205	2,672,911**	220,504	618,813	1,130,000	1,880,784	4,555,647
2000		529,300	529,300	446,885	255,716	-38,720	1,130,000	1,348,000	4,611,834
2001	17,842	727,089	744,931	1,144,419	388,157	87,125	435,000	981,000	5,588,576
2002	1	934,185	934,186	3,687,900***	218,595		500,000	1,577,612	2,884,606
2003	10,000	1,216,670	1,226,670	2,329,608			728,416	5,385,000	4,087,506
2004	0	871,381	871,381	929,450			500,000	2,380,000	6,858,300
2005	0	1,629,696	1,629,696	498,843			500,000	2,000,000	3,616,392
									2,837,137
									1,930,113

* Includes \$600,000 from Treatment Plant Lawsuit

** Includes \$1,688,000 in non-recurring ash revenue from Wheelabrator

*** Includes \$ 2,384,822.59 In Bond Premiums/Accrued Interest

**FIGURE ELEVEN
HEALTH INSURANCE TRACKING SUMMARY**

SCHOOL

PLAN		4/1/1999	4/1/2000	4/30/2001	4/4/2002	3/26/2003	4/27/2004	4/1/2005	11/1/2005
H/P Select	Fam	10	8	10	12	10	8	5	0
	Ind	20	23	17	15	11	10	9	0
	Total	30	31	27	27	21	18	14	0
H/P PPO	Fam								1
	Ind								2
	Total								3
Tufts POS	Fam								0
	Ind								0
	Total								0
Blue Cross EPO	Fam								11
	Ind								8
	Total								19
Tufts EPO	Fam								3
	Ind								3
	Total								6
H/P HMO Became EPO FY 06	Fam	39	44	57	70	66	50	45	46
	Ind	71	64	71	86	82	68	59	53
	Total	110	108	128	156	148	118	104	99
Fallon (Select Care in FY 2004)	Fam	113	128	132	132	147	120	162	171
	Ind	114	138	143	158	156	107	136	138
	Total	227	266	275	290	303	227	298	309
Fallon - Direct	Fam						63	62	63
	Ind						75	61	63
	Total						138	123	126
Total Active Plans		367	405	430	473	472	501	539	562

**FIGURE ELEVEN
HEALTH INSURANCE TRACKING SUMMARY**

SCHOOL (cont)

PLAN	4/1/1999	4/1/2000	4/30/2001	4/4/2002	3/26/2003	4/27/2004	4/1/2005	11/1/2005
Pilgrim Medicare					95	93	92	91
BC MEDEX III								3
Tufts MC								6
BC Man Blue								0
Fallon Senior	60	58	58	65	66	64	64	64
First Seniority	20	22						
Pilgrim Enhanced	61	60	54	56				
Pilgrim Preferred	26	24	44	46				
Total Senior Plans	167	164	156	167	161	157	156	164
Total School Plans	534	569	586	640	633	658	695	726

Town

PLAN		4/1/1999	4/1/2000	4/30/2001	4/4/2002	3/26/2003	4/27/2004	4/1/2005	11/1/2005
H/P Select	Fam	2	2	2	2	2	1	0	0
	Ind	3	2	1	1	0	0	3	0
	Total	5	4	3	3	2	1	3	0
H/P PPO	Fam								0
	Ind								2
	Total								2
Tufts POS	Fam								0
	Ind								0
	Total								0
Blue Cross EPO	Fam								1
	Ind								2
	Total								3
Tufts EPO	Fam								0
	Ind								0
	Total								0

**FIGURE ELEVEN
HEALTH INSURANCE TRACKING SUMMARY**

Town (cont)

PLAN		4/1/1999	4/1/2000	4/30/2001	4/4/2002	3/26/2003	4/27/2004	4/1/2005	11/1/2005
H/P HMO	Fam	24	22	28	28	29	10	9	11
Became EPO FY 06	Ind	22	32	30	33	31	22	13	13
	Total	46	54	58	61	60	32	22	24
Fallon	Fam	72	71	68	68	69	68	72	72
(Select Care in FY 2004)	Ind	33	37	38	37	43	39	44	47
	Total	105	108	106	105	112	107	116	119
Fallon - Direct	Fam						32	30	30
	Ind						13	11	11
	Total						45	41	41

Total Active Plans	156	166	167	169	174	185	182	189
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PLAN	4/1/1999	4/1/2000	4/30/2001	4/4/2002	3/26/2003	4/27/2004	4/1/2005	11/1/2005
Pilgrim Medicare					82	68	67	52
BC MEDEX III								3
Tufts MC								7
BC Man Blue								3
Fallon Senior	48	54	50	44	43	50	51	50
First Seniority	6	14						
Pilgrim Enhanced	32	36	35	34				
Pilgrim Preferred	35	34	54	47				

Total Senior Plans	121	138	139	125	125	118	118	115
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Total Municipal Plans	277	304	306	294	299	303	300	304
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Combined All Plans	811	873	892	934	932	961	995	1030
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FIGURE TWELVE
ANALYSIS OF NET SCHOOL SPENDING
FISCAL YEAR 1995 TO 2006

Variance Between Required and Actual Net School Spending				
Fiscal Year	Required NSS	Actual NSS	Difference	Percent Difference
Fiscal Year 1995	\$ 17,976,439	\$ 18,519,660	\$ 543,221	3.02%
Fiscal Year 1996	\$ 18,945,099	\$ 19,886,730	\$ 941,631	4.97%
Fiscal Year 1997	\$ 19,966,578	\$ 21,144,462	\$ 1,177,884	5.90%
Fiscal Year 1998	\$ 21,622,812	\$ 23,955,596	\$ 2,332,784	10.79%
Fiscal Year 1999	\$ 23,449,422	\$ 26,109,234	\$ 2,659,812	11.34%
Fiscal Year 2000	\$ 25,238,567	\$ 28,762,594	\$ 3,524,027	13.96%
Fiscal Year 2001	\$ 27,033,662	\$ 31,199,717	\$ 4,166,055	15.41%
Fiscal Year 2002	\$ 29,465,870	\$ 33,135,729	\$ 3,669,859	12.45%
Fiscal Year 2003	\$ 31,933,286	\$ 35,705,174	\$ 3,771,888	11.81%
Fiscal Year 2004	\$ 33,741,872	\$ 39,329,286	\$ 5,587,414	16.56%
Fiscal Year 2005	\$ 36,777,283	\$ 42,111,030	\$ 5,333,747	14.50%

Fiscal Year 2006 Projected	\$ 39,662,058	\$ 44,553,723	\$ 4,891,665	12.33%
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Changes in Required Versus Actual Net School Spending				
Fiscal Year	Required NSS	Percent Increase	Actual NSS	Percent Increase
Fiscal Year 1995	\$ 17,976,439		\$ 18,519,660	
Fiscal Year 1996	\$ 18,945,099	5.39%	\$ 19,886,730	7.38%
Fiscal Year 1997	\$ 19,966,578	5.39%	\$ 21,144,462	6.32%
Fiscal Year 1998	\$ 21,622,812	8.30%	\$ 23,955,596	13.29%
Fiscal Year 1999	\$ 23,449,422	8.45%	\$ 26,109,234	8.99%
Fiscal Year 2000	\$ 25,238,567	7.63%	\$ 28,762,594	10.16%
Fiscal Year 2001	\$ 27,033,662	7.11%	\$ 31,199,717	8.47%
Fiscal Year 2002	\$ 29,465,870	9.00%	\$ 33,135,729	6.21%
Fiscal Year 2003	\$ 31,933,286	8.37%	\$ 35,705,174	7.75%
Fiscal Year 2004	\$ 33,741,872	5.66%	\$ 39,329,286	10.15%
Fiscal Year 2005	\$ 36,777,283	9.00%	\$ 42,111,030	7.07%
Change FY 95 to 05		104.59%		127.39%

Fiscal Year 2006 Projected	\$ 39,662,058	7.84%	\$ 44,553,723	5.80%
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**FIGURE THIRTEEN
AT-A-GLANCE REPORT
SELECTED DEPARTMENTS**

		Falling Behind		Even		Staying Ahead
Department	Area	-2	-1	0	1	2
MIS	Hardware					
	Servers				►	
	Hardware (PC's & Other)			—		
	Network Infrastructure					►
	Software				►	
	Internal Technical Support		◄			
Public Buildings	Staffing					
	Supervisory Staff				►	
	Maintenance Staff		◄			
	Custodial Staff			◄		
	Fleet		◄			
	Facilities					
	High School					►
	Oak Middle School					►
	Sherwood Middle School	◄				
	Spring Street		◄			
	Paton		◄			
	Coolidge		◄			
	Floral Street					►
	Beal	◄				
	North Shore			—		
	Municipal Office Building				►	
Police	Staffing					
	Admin, Services & Finance		◄			
	Dispatching		◄			
	Patrol	◄				
	Investigation	◄				
	Facility		◄			
	Fleet				►	
	Equipment				►	
Fire	Staffing		◄			
	Facilities					
	Fire HQ	◄				
	Station #2		◄			
	Station #3			—		

**FIGURE THIRTEEN
AT-A-GLANCE REPORT
SELECTED DEPARTMENTS**

		Falling Behind		Even		Staying Ahead
Department	Area	-2	-1	0	1	2
Fire	Vehicles					
	Ladder 1	◀				
	Engine 1			—		
	Engine 2			—		
	Engine 3		◀			
	Rescue 1					—
	Car 30	◀				
	Pickup			—		
	Equipment				▶	
Highway	Staffing	◀				
	Fleet					
	Heavy Equipment		◀			
	Light Equipment			—		
	Roads		◀			
	Sidewalks	◀				
	Drainage		◀			
Sewer	Staffing					
	Administration & Finance			—		
	Maintenance		◀			
	Technical Services		◀			
	Fleet					
	Light Vehicles				▶	
	Sewer Cleaner		◀			
	Facilities					
	Collection		◀			
	Pumping & System Controls				▶	
Water	Staffing		◀			
	Administration & Finance			—		
	Maintenance			—		
	Treatment Operations				▶	
	Technical Services		◀			
	Fleet				▶	
	Facilities					
	Source Facilities & Controls			—		
	Treatment Plant				▶	
	Storage Facilities		◀			
	Distribution		◀			

**FIGURE THIRTEEN
AT-A-GLANCE REPORT
SELECTED DEPARTMENTS**

		Falling Behind		Even		Staying Ahead
Department	Area	-2	-1	0	1	2
Cemetery	Staffing					
	Administration & Finance				►	
	Maintenance		◄			
	Fleet			—		
	Facility				►	
	Equipment		◄			
	Fees	◄				
Parks & Rec	Staffing					
	Administration & Finance				►	
	Program			—		
	Maintenance		◄			
	Fleet	◄				
	Equipment			—		
	Fees					
	Program			—		
	Facility			◄		
Library	Staffing					
	Administration & Finance			—		
	Circulation Services		◄			
	Reference Services			—		
	Children and Teen Services				►	
	Tech, Technology & Media		◄			
	Facilities & Infrastructure					
	Facility		◄			
	Technology	◄				

FIGURE FOURTEEN SUPPLEMENTAL BUDGET

Department	Account	Amount	Comment
Public Buildings	03 Salaries & Wages	\$ 43,004	Additional W-8 (Electrician)
		\$ 43,004	Additional W-8 (HVAC Tech)
		\$ 31,387	Custodian
	04-05-06 Expenses	\$ 1,500	Associated Uniforms & Equipment
		\$ 100,000	Various expense areas 04 to 09
	Total	\$ 218,895	
Police	02 Salaries & Wages	\$ 29,144	Additional PAT 8
		\$ 49,781	New Business/Finance/Technical Manager Position
	03 Salaries & Wages	\$ 62,668	New Detective Sgt Position
		\$ 44,496	Additional Ptl Position
		\$ 44,496	Additional Ptl Position
	04-05-06 Expenses	\$ 20,000	Funding to support new positions
	Total	\$ 250,585	
Highway	03 Salaries & Wages	\$ 35,879	Additional HEO Position
		\$ 9,826	Additional HEO Position (Shared with Parks)
	04-05-06 Expenses	\$ 250,000	Various expense areas 04 to 09
	Total	\$ 295,705	
Library	02 Salaries & Wages	\$ 29,243	Additional PAT 8
		\$ 8,000	Additional Hours Part-Time
	04-05-06 Expenses	\$ 6,000	Various expense areas 04 to 09
	Total	\$ 43,243	
Park	03 Salaries & Wages	\$ 25,796	Additional Maint Crftmn Position (Shared with Highway)
	04-05-06 Expenses	\$ 5,000	Various expense areas 04 to 09
	Total	\$ 30,796	
Operating Support	09 Expenses	\$ 50,000	To fund health insurance & medicare expenses for additional positions
Total Supplemental Budget		\$ 889,224	